



**DEPARTMENT OF THE ARMY (20310-0101)  
DEPARTMENT OF THE NAVY (20350-1000)  
WASHINGTON, DC**



**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
DEPUTY UNDER SECRETARY OF THE ARMY, BUSINESS TRANSFORMATION  
AND  
DEPUTY ASSISTANT SECRETARY OF THE NAVY, TOTAL FORCE  
TRANSFORMATION**

November 15, 2007

Subj: MEMORANDUM OF UNDERSTANDING

1. Problem. The Departments of Army and Navy face substantial challenges to transform business and support operations to achieve more efficient and effective support to the warfighters, and to free up much needed resources. A major aspect of those efforts is a renewed focus on better understanding and management of the work and workforce that produce the business and support products driving readiness and mission capability.
2. Purpose. Workforce planning has both strategic and operational implications. From a strategic perspective, our commitment to workforce planning means we will engage actively to ensure that the true costs and benefits of our human resources are considered in determining Department of Defense (DoD) strategic direction and programs. From an operational perspective workforce planning means we will develop and implement tools and methodologies to enable our organizations to perform with the most cost effective and efficient mix of personnel in a risk informed environment, and we will hold our managers and leaders accountable for that performance.

Over the past ten years, our Departments have developed a close and cooperative working relationship that has allowed each to make substantial improvements in the ability to forecast, manage and more effectively execute critical business and support activities. That cooperation has enabled Army to develop and implement major programs including the enterprise-Army Workforce Planning System (e-AWPS). For the Department of Navy, the joint efforts in the future will produce management systems and processes that will form the backbone of significant work and workforce planning and execution.

Given the scope of the ongoing and projected efforts, it is now appropriate to formalize in this MOU, certain aspects of the cooperative relationship that have successfully developed over the past ten years. This step is needed in order to achieve the visibility, resource stability and wide-spread commitment that will be required to sustain the progress made to date.

3. Understanding. Accordingly, and within the statutory and regulatory guidelines governing the organizations to this MOU, we have agreed to take the following steps to strengthen and expand this cooperative initiative.

a. Our offices will make best efforts to establish and implement Department and DoD policies that support information-based workforce planning initiatives in both strategic and operational contexts.

b. Our offices will continue to collaborate on workforce planning solutions and will pool resources to support the development and implementation of such solutions. That collaboration will include the use of common personnel and contracting vehicles, as well as utilization of Service development processes.

c. Our offices will support R&D to develop and apply solutions to improve performance of non-combat infrastructure organizations and functions, as well as improved measurement technology and metrics to support workforce planning initiatives and applications.

d. Our offices will share workforce best practices and related actions to improve performance in these areas, and will establish an ongoing structure or process to continue these efforts.

4. Effective Date. Immediately upon signing.

5. Changes and end date. Changes to this MOU must be in coordination with both parties. Either party may terminate this MOU providing thirty days written notice to the other party.



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**Michael A. Kirby**  
Deputy Undersecretary  
of the Army  
(Business Transformation)



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**Anita K. Blair**  
Deputy Assistant Secretary  
of the Navy  
(Total Force Transformation)